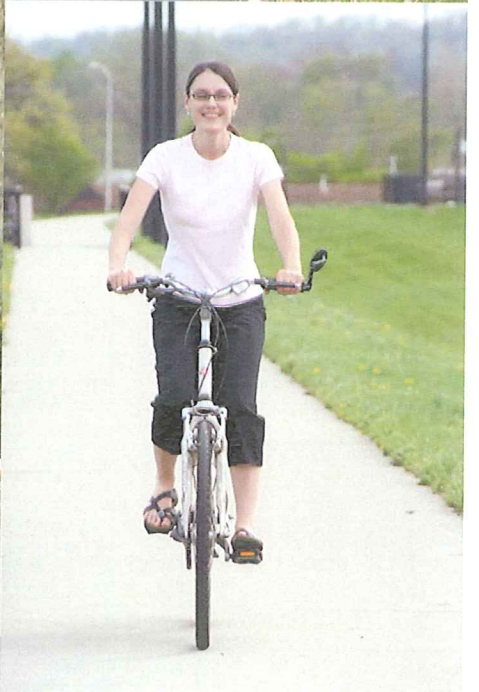
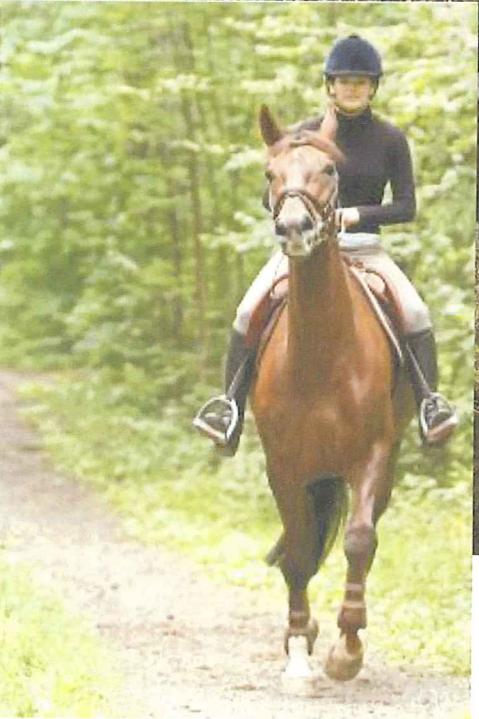
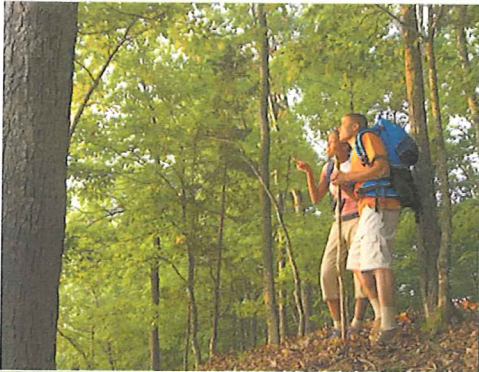




# KRTA Recreational Trails Master Plan



Submitted to: Kentucky Recreational  
Trails Authority/Tourism, Arts and  
Heritage Cabinet



RFI 850 1000000021

Submitted by:







May 18, 2010

Mr. Tim Pollard  
Executive Director  
Office of Finance  
Tourism, Arts and Heritage Cabinet  
500 Metro Street, 24<sup>th</sup> Floor  
Capital Plaza Tower  
Frankford, KY 40601

**RE: KRTA Recreational Trails Master Plan  
RFI 850 1000000021**

Dear Mr. Pollard

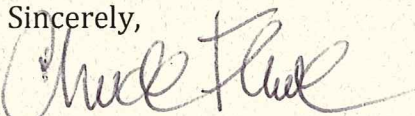
The Greenways Incorporated Team is responding to the Kentucky Recreational Trail Authority's request for information in regard to the preparation of a Recreational Trails Master Plan for the Commonwealth.

The Greenways Incorporated Team consists of Greenways Incorporated, Durham, NC, PROS Consulting, LLC, Indianapolis, IN, M2D Design Group, Lexington, KY and GRW, Lexington, KY. Our team has experience preparing statewide trail and greenway master plan, cross-state trail master plans and local government greenway and trail plans for a number of Kentucky counties and municipalities.

We have responded to each of the questions that were asked within the RFI. We welcome the opportunity to work with the Kentucky Recreational Trails Authority and the Tourism, Arts and Heritage Cabinet to further discuss the merits of this project and to prepare the requested master plan.

Should you have questions concerning our submittal, please contact me at my office 919-484-8448, extension # 1, or by email at [chuck.flink@greenways.com](mailto:chuck.flink@greenways.com).

Sincerely,



Charles A. Flink, FASLA  
President

Cc: Brian Trusty, PROS Consulting LLC  
Morgan McIlwain, M2D Design Group





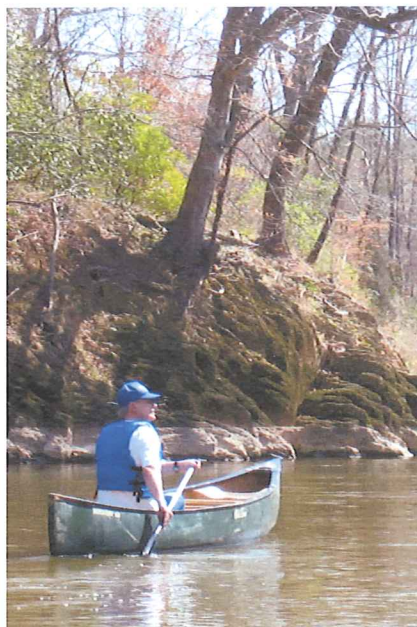
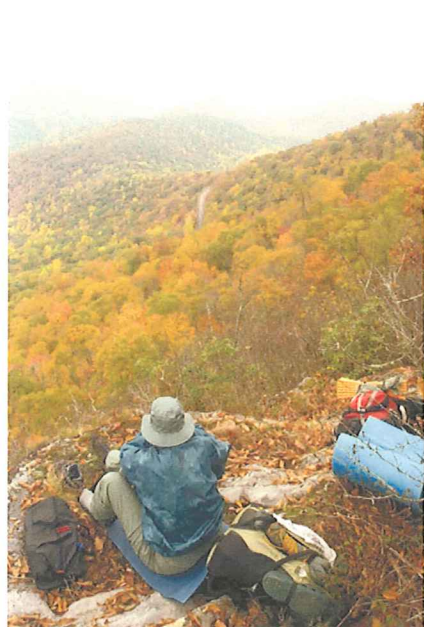
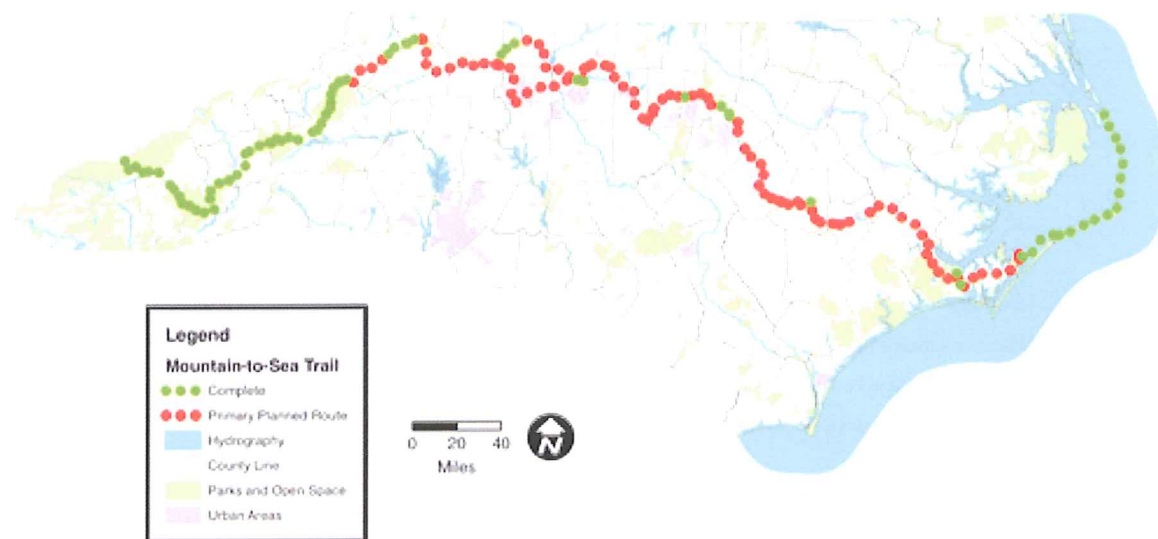


## Approach to planning a Cross State Trail System

The Commonwealth of Kentucky need not look far to find two very good examples for how to plan, design, implement and operate a proposed “cross-state” trail. North Carolina’s “Mountains-to-the-Sea” Trail and South Carolina’s “Palmetto” Trail are good models to follow. These are two of the 16 cross-state trails in the United States.

### North Carolina's Mountains-to- the Sea Trail

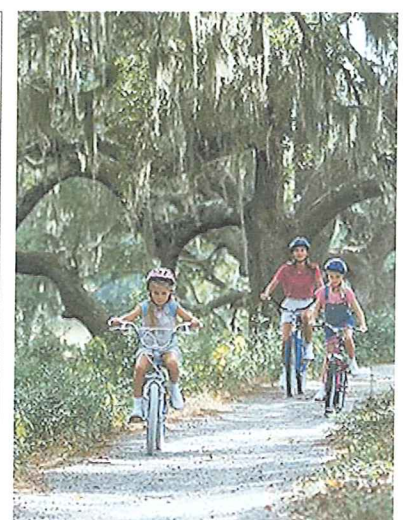
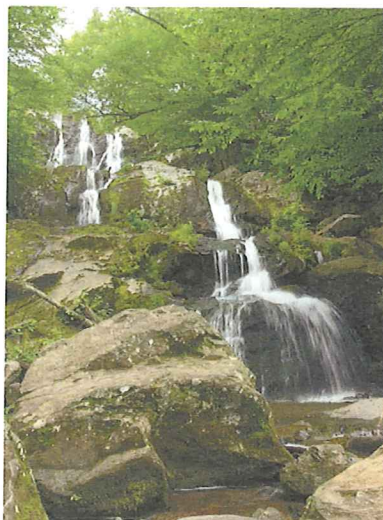
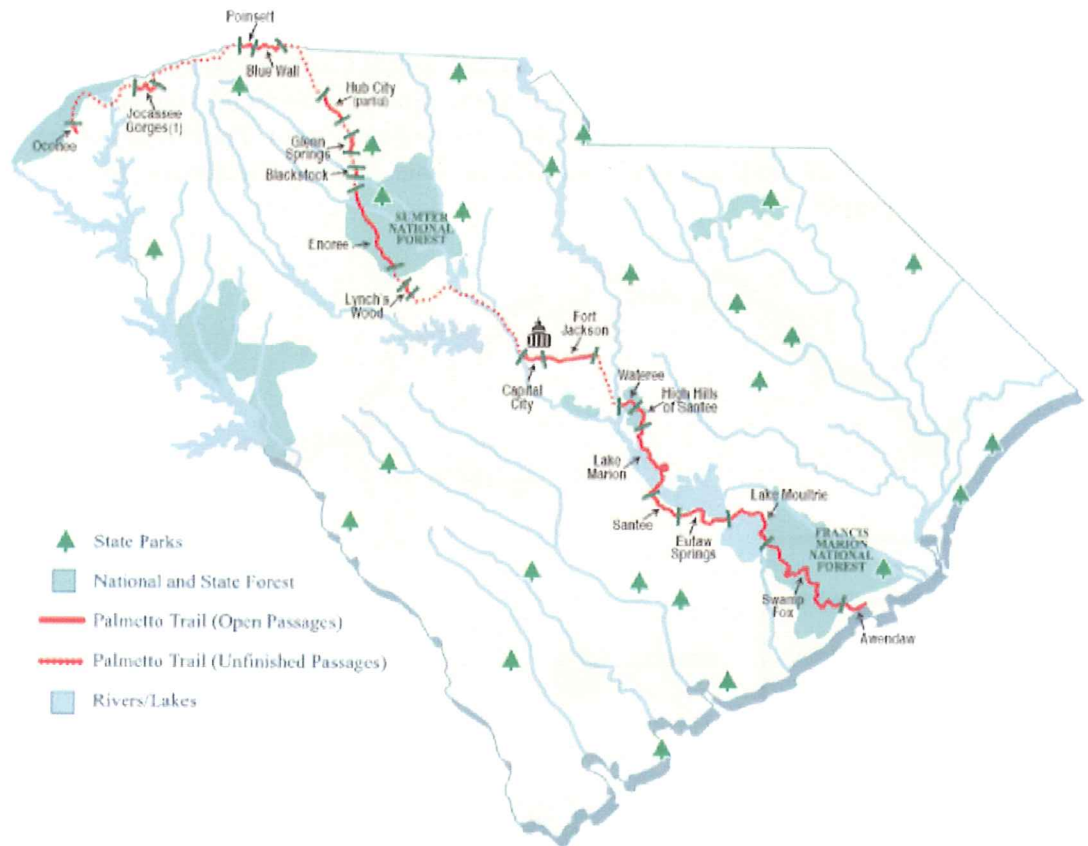
The North Carolina Mountains-to-the-Sea Trail stretches 1,000 miles from Clingman’s Dome in the Smoky Mountains to Jockey’s Ridge on the Outer Banks. The trail extends through 37 counties and links some of the State’s most populated areas to some of the most rural and scenic. The concept of a cross-state trail has its origins in the North Carolina General Assembly, which in 1973 passed the North Carolina Trails System Act. Approximately 50% of the trail is completed. The majority of trail construction has been completed by volunteer labor. The Friends of the Mountains-to-the-Sea Trail work in partnership with the State of North Carolina to plan, design and implement the project.





### South Carolina's Palmetto Trail

The Palmetto Trail is a 425-mile recreational trail that traverses South Carolina from the Upstate region near Greenville to the Lowcountry region near Charleston. The Trail extends through 14 counties, and links together cultural and natural resources of the Palmetto state. The trail was envisioned, in 1994, by trail enthusiasts and is almost two-thirds complete. The Palmetto Trail was dedicated as a National Millennium Legacy Trail in the late 1990's. The project is spearheaded by a non-profit organization, the Palmetto Foundation, in partnership with the State of South Carolina.





## Kentucky's Proposed Cross State Trail

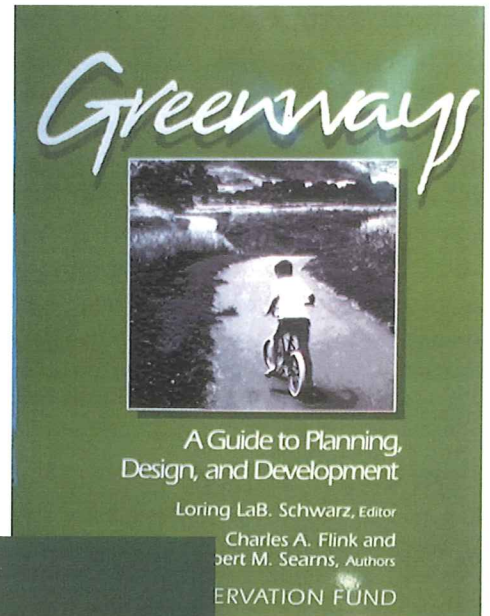
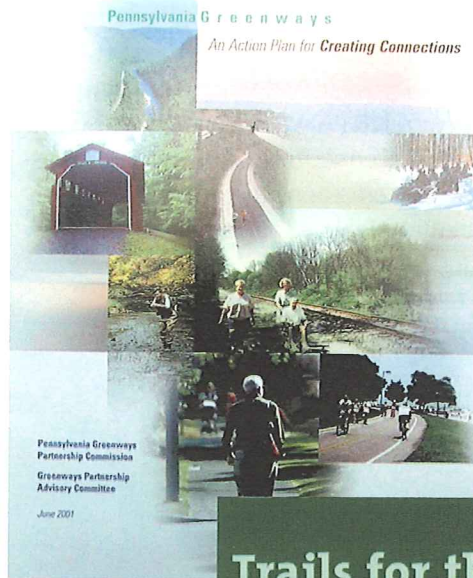
The Kentucky Recreational Trails Authority (KRTA) has expressed an interest in exploring the future development of a cross state trail in the Commonwealth. The concept for the cross state trail is to build upon the “Adventure Tourism” program by identifying, developing, connecting and promoting a statewide trail program. As part of this program, KRTA wants to identify existing trails for public use, define possible connections between trails, communities and regions, and assess the potential for establishing a cross state trail system. KRTA envisions that this information would be mapped, illustrating connections between natural, cultural and physical features of the Commonwealth. KRTA also wants to have a set of unified design standards for trails and address the environmental and safety concerns associated with a statewide trails program.



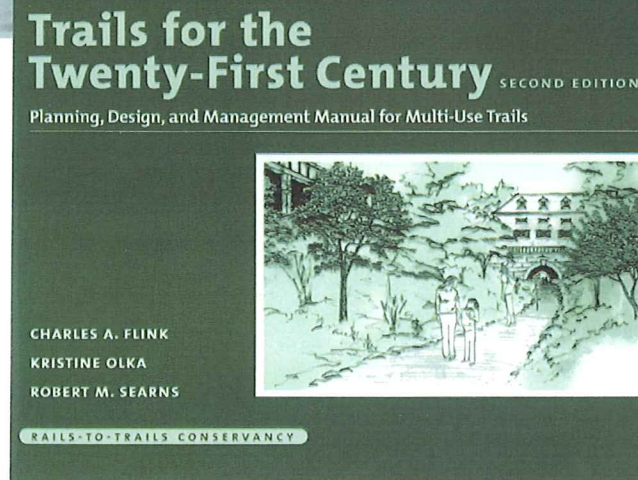
## Experience of the Greenways Incorporated Team

Greenways Incorporated has extensive experience planning statewide trail systems and establishing statewide trail programs. Greenways Incorporated was commissioned by the State of North Carolina to plan a 230-mile segment of the Mountains-to-Sea Trail. We co-authored the Pennsylvania Statewide Greenways Master Plan. We have worked on numerous long-distance trail projects in places and communities all across the United States. We are providing pro-bono planning services to the East Coast Greenway Alliance to map the 330-mile route through North Carolina. We suggest using an approach in working with the Kentucky Recreational Trails Authority/Tourism, Arts and Heritage Cabinet that has worked in other states to plan for a new cross state trail. The major work elements of our approach are as follows:

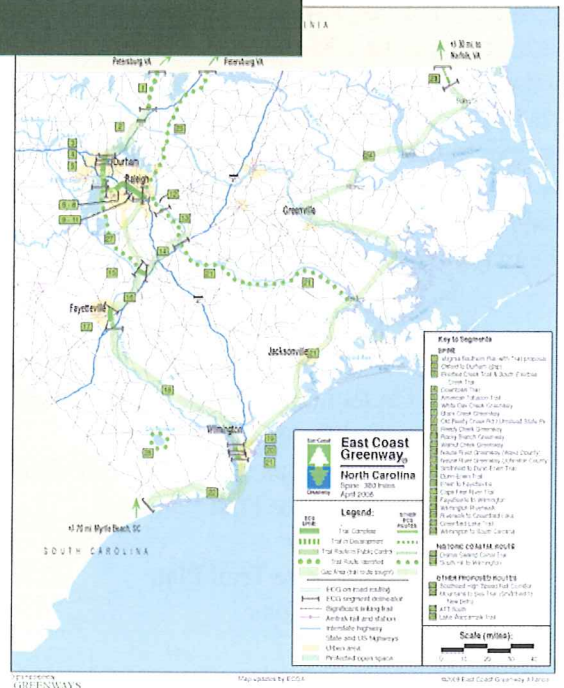
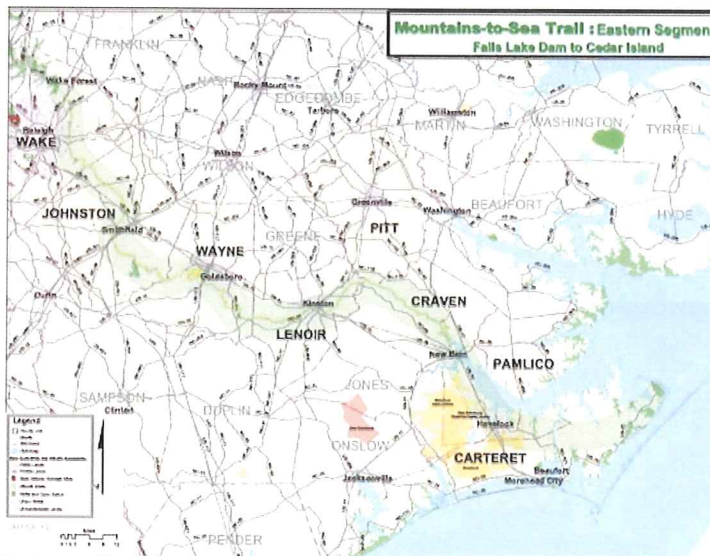
- Project Kick-Off Meeting to Define Parameters
- Define Plausible Cross State Trail Routes (worksession)
- Data Collection and Base Map Preparation
- Conceptual Route and Alignment
- Public Workshops (throughout the Commonwealth)
- Draft Cross State Trail Plan
- Agency Review
- Final Cross State Trail Plan
- Final Presentations



*Greenways Incorporated has co-authored or authored several long-distance trail master plans, including the cross-state NC Mountains-to-the-Sea Trail. We worked with the Commonwealth of Pennsylvania to author the statewide Greenways Master Plan. And, as volunteers, we are helping to plan the 330-mile route of the East Coast Greenway through North Carolina. (lower left, upper left and lower right)*



*Chuck Flink co-authored two internationally best selling and award winning books on the creation of greenways and trails (left and upper right)*





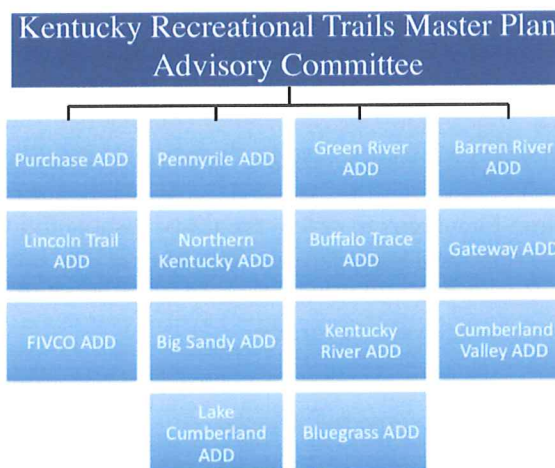
## Key Elements: Recreational Trail Master Plan for the Commonwealth of Kentucky

The process for completing a Recreational Trail Master Plan for the Commonwealth involves several key elements, including: a comprehensive and thorough work program, an organizational framework for producing the plan, and enlisting the support of the broad and diverse partners that support trail use and development throughout the Commonwealth.

### Establish a Master Plan Committee

The Kentucky Recreational Trails Authority should first consider establishing an independent master plan committee to partner with in preparing the Commonwealth –wide trails plan. There are so many ways in which such a committee can be established. What is most important is geographic representation and the skill set of committee members. The composition of the Authority is very diverse and represents the interests of the trail users throughout Kentucky. One suggestion would be to utilize the Area Development Districts geographic representation as a basis for establishing the master plan committee. Under this scenario a (minimum size) 15-member committee could be established from each of the ADD's. The KRTA can always add additional members as it sees fit. Each committee member should also represent a trail or resource interest as well.

### Suggested Composition for a Master Plan Advisory Committee



### Map of the Fifteen Kentucky Area Development Districts



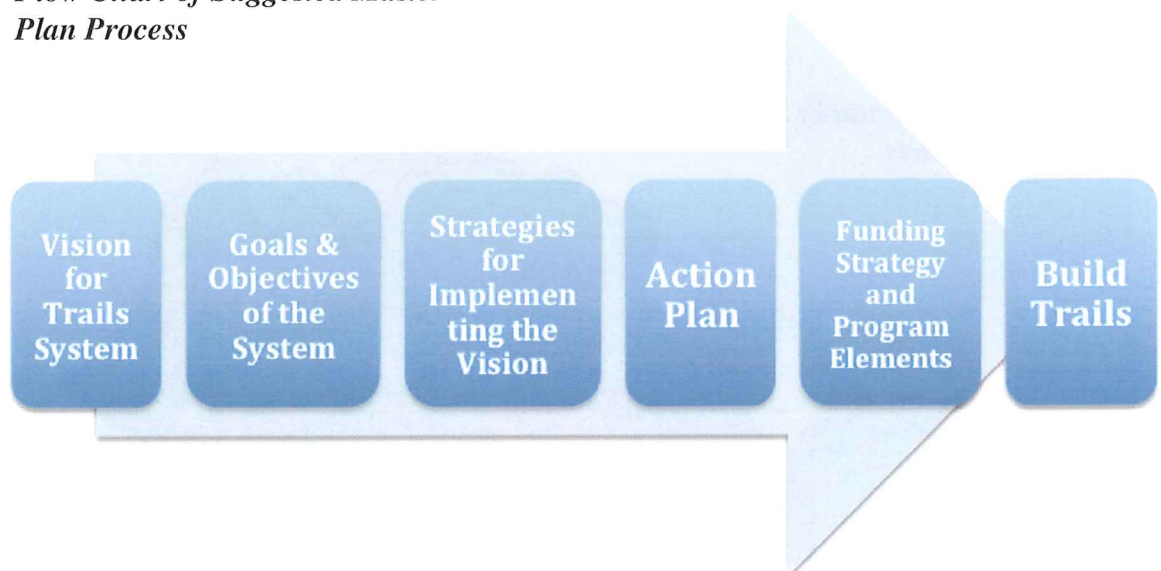
The master plan process itself is a very key component of Plan preparation and involves first defining a vision for a Commonwealth-wide interconnected network of trails. The KRTA has several questions that need to be asked and answered, including: What is the purpose of the system? How will the interconnected system of trails benefit residents of the Commonwealth? How does a cross-state trails system improve the economy of the Commonwealth? Will an interconnected trails system enable the Commonwealth to steward natural, cultural and physical landscape resources? All of these questions would be addressed and resolved through the vision statement. The vision statement should reflect an aspiration for the trails system.

Goals and objectives further articulate the vision and begin to frame how the vision is accomplished. Specific goals for the system need to be defined in this phase of work, such as the desire to build the interconnected system through actions by the Commonwealth and local governments, the specific opportunities that the trail system has for being integrated with the Adventure Tourism program, how to balance environmental stewardship with access and use, and the desire on the part of the Commonwealth for landowners, support organizations and citizens to be involved in the development of the system.

With goals and objectives defined, the next important element of the master plan process will be to determine the strategies necessary to implement the vision. This is the framework of future implementation such as the specific actions needed to create an interconnected physical network of trails throughout the Commonwealth. Other strategies might include ways in which the Commonwealth and local governments work cooperatively with landowners to build the interconnected system. The organizational framework that helps to champion and implement the Recreational Trails Master Plan should also be further articulated in these strategies.

The Action Plan helps to define the roles, responsibilities and target dates for implementing the strategies that have been defined. The Action Plan provides the KRTA and Commonwealth with specific actions to build the cross-state network of trails, to engage project partners and to operate and maintain the system of trails.

***Flow Chart of Suggested Master  
Plan Process***





Funding the cross-state trails network will be one of the most challenging elements of the Recreational Trails program. The Commonwealth and KRTA will need to consider many available options. Federal funding may be a key element to consider. Several federal programs are in the process of being reauthorized, including the surface transportation act.

Finally, KRTA will be engaged in the actual development of the cross-state trails network. This is the FUN part of the entire program. Some elements of the trails network will exist, other elements may be ready for development during the master plan process, and other elements may need some additional resources to become immediately part of the system.

### **Consultant's Estimate of Cost to Prepare Master Plan**

Based on the scope of work and master plan process articulated in this Information Submittal, the consultant recommends a budget of between \$250,000 and \$400,000 be established to pay for the cost of professional services associated with the preparation of the cross-state trails master plan and Recreational Trails Master Plan.

### **Timeframe for Completing the Master Plan**

The minimum timeframe for completing the work program defined would be 18 months, and would include extensive public involvement, meetings with the Master Plan Committee, KRTA and Commonwealth, completion of inventory and trail mapping and production of master plan deliverables.

## Approach to completing an inventory and mapping of existing trails in Kentucky.

The Greenways Incorporated team proposes to work in partnership with the Commonwealth Office of Technology and the Kentucky Geography Network to produce Geographic Information System maps for the cross-state trails system and the Kentucky Recreational Trails Master Plan. We also propose to work with the Area Development Districts, members of the KRTA and the various trail organizations and groups represented within the master plan process to refine and tailor the mapping work to specific trail projects and proposed trail projects that are under consideration within each of the Area Development Districts.

Breaking down the trail inventory mapping work in this manner will ensure a greater level of accuracy and enable the consultant team to produce an effective inventory of completed and proposed trails that will be of great value to the Commonwealth, KRTA and the project partners.





## The Greenways Incorporated's team experience in planning, developing and mapping trails including trail master plans.

### Greenways Incorporated

Greenways Incorporated is one the nation's oldest and most respected trail and greenway planning and design firms. Greenways Incorporated has completed trail and greenway master plans for clients in 225 communities and 35 states during the past 25 years. Additionally, we have worked on long distance trail and greenway master plans, including the North Carolina Mountains-to-the Sea Trail (230 miles), the Susquehanna Greenway in Pennsylvania (500 miles) and the East Coast Greenway in North Carolina (330 miles). Greenways Incorporated also co-authored the State of Pennsylvania Greenways Master Plan and, President Chuck Flink, served as a gubernatorial appointee to the North Carolina Greenway Commission. In the Commonwealth of Kentucky, Greenways Incorporated led efforts to prepare community trail and greenway master plans for Boone County, Lexington-Fayette County and Louisville-Jefferson County.

### PROS Consulting, LLC

PROS Consulting, LLC is a small firm with a big presence in the field of management consulting for public entities and non-profit organizations. With a team of highly professional and experienced consultants, PROS is a flexible firm that is agile to the ever-changing dynamics of the social, economic, and political environments our clients operate in. The firm was formed in 1995 to uniquely serve the park, recreation, and tourism services industry, and has worked on more than 700 projects in over 46 states and numerous projects internationally in seven countries. Management consulting and planning services offered include specialized experience in parks and recreation, tourism planning and development, sports, economic development, municipal utilities, public works, transportation, general civic planning and development, and governance and administrative services. The PROS Team offers strong technical competence with extensive industry experience gained from working in local governments, non-profit organizations, for-profit enterprises and in major consulting and engineering firms.

### M2D Design Group

M2D Design Group has a proven track record of prior experience in multi-use trail planning and design as well as a statewide reputation for our work and expertise in the areas of Parks, Corridor, and Greenspace Planning and design, all areas with direct relevance to requirements of this project. Our work in multi-use trail design began in the late 1980's with the development of a corridor master plan for Kentucky Highway 29 in Jessamine County and continues today with current trail and roadway design projects for the Kentucky Transportation Cabinet, Kentucky Department of Parks, the Lexington/Fayette Urban County Government, The Bernheim Arboretum and Research Forest, The Friends of McConnell Springs, the Isaac Murphy Trail-Head for the Lexington Legacy Trail, and many other local and regional institutions.

M2D Design Group is the largest strictly landscape architecture firm in the Commonwealth, and has a great working relationship with the Commonwealth, from master plan conceptualization through project implementation. Our trails and parks projects have included extensive Public Involvement. We pride ourselves in our ability to bring together diverse opinions and to successfully merge a variety of ideas. Additionally, we are also serving as the prime consultant for a \$30 million sports and recreation park for Elizabethtown Tourism and the City of Elizabethtown.



RFI 850 1000000021: **GRW (GIS Mapping)**

*Kentucky Recreational  
Trails Master Plan*

Established in 1965, GRW was founded by Mr. G. Reynolds Watkins to provide professional design services to federal, state, municipal and private industry clients. Today GRW is now a full-service engineering firm with over 250 professionals, and multiple offices in five states (KY, IN, OH, TN, and TX), with headquarters in Lexington, KY. GRW is a nationally recognized industry leader, and an award-winning design and mapping firm. With over 40 years of experience, GRW has accomplished numerous statewide, regional, and nationwide contracts, with tasks involving surveying, mapping, GIS, engineering and architectural design, master planning, and related services. GRW has extensive experience with the planning, design, surveying, mapping, and construction of multipurpose recreational facilities. GRW's planning process includes land use planning, environmental concerns, vehicular and pedestrian circulation patterns, utility infrastructure needs, and landscape and architectural analysis and guidelines. The GRW team that develops the master plan is typically the same team that implements the plan as it proceeds through the phases of preliminary design, construction drawings and specifications, as well as construction management.



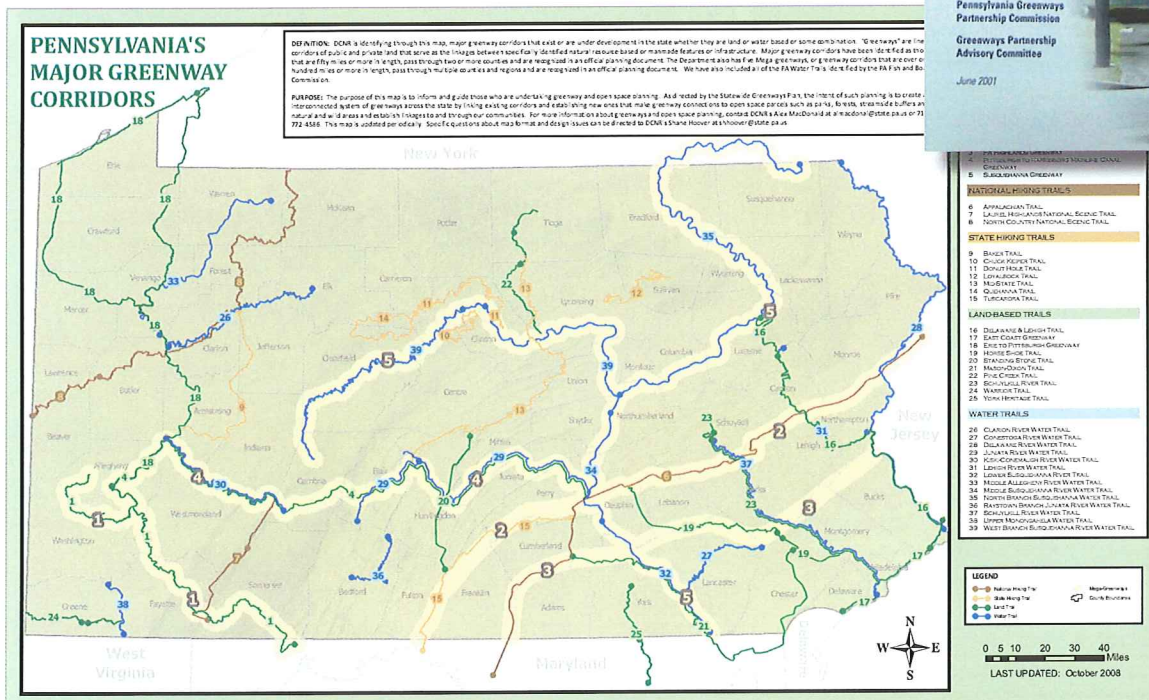
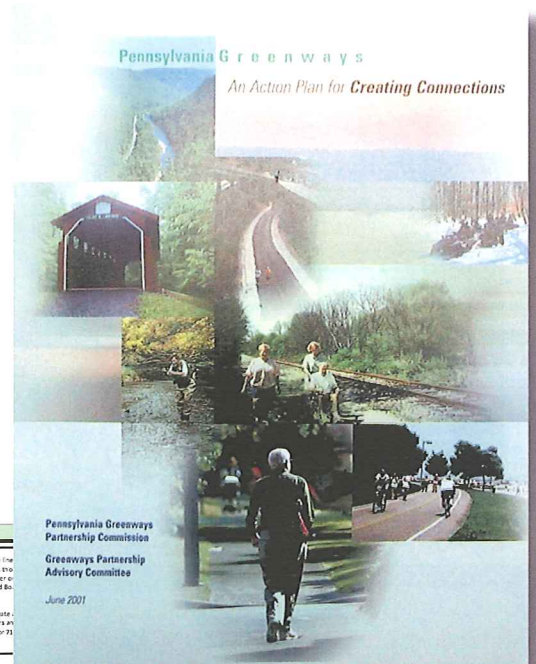
# The Greenways Incorporated Team Relevant master plan projects:

## Pennsylvania Statewide Greenways Master Plan

Greenways Incorporated co-authored the statewide Greenways Plan for the Commonwealth of Pennsylvania. This **Action Plan for Creating Connections** was developed in partnership with the Pennsylvania Greenways Partnership Commission and the Greenways Partnership Advisory Committee. Greenways Incorporated's role involved meeting with Governor Tom Ridge's cabinet including Secretary of Conservation and Natural Resources John Oliver and Secretary of Transportation Brad Mallory; assisting with public meetings and presentations of plan recommendations; formulating final plan recommendations; preparing text for the Action Plan and meeting with project team staff from the Departments of Transportation and Conservation and Natural Resources. This Plan received the 2001 Tom Lee State Award for Excellence from the Association of State Floodplain Managers.

### Contact:

Diane Kripas, Division Chief  
Department of Conservation & Natural Resources  
Bureau of Recreation and Conservation  
Greenways and Conservation Partnerships Division  
6th Floor, 400 Market St  
Harrisburg, PA 17105  
(717) 772-1282  
dkripas@state.pa.us





## Carolina Thread Trail, North and South Carolina

Greenways Incorporated has worked with the Carolina Thread Trail, a 15-county, bi-state regional trail network, since its inception. Our initial work included defining a vision, economic case statement, funding and financing model and implementation program. We also partnered with Catawba Lands Conservancy and the Trust for Public Land to make an initial fund raising presentation of the project to the Foundation of the Carolinas. We recently completed county-wide CTT greenway master plans for Cabarrus and Lincoln counties that identify specific routes for greenways. We led the public participation process for both counties and authored the final master plan reports. Each of the county plans will define a program of implementation, operation and management of the greenway system.

### Contact:

Ms. Ann Hayes Browning  
Carolina Thread Trail Project Director  
105 W. Morehead Street  
Charlotte, NC 28202  
Tel 704.376-2556 ext. 213  
ann@carolinathreadtrail.org



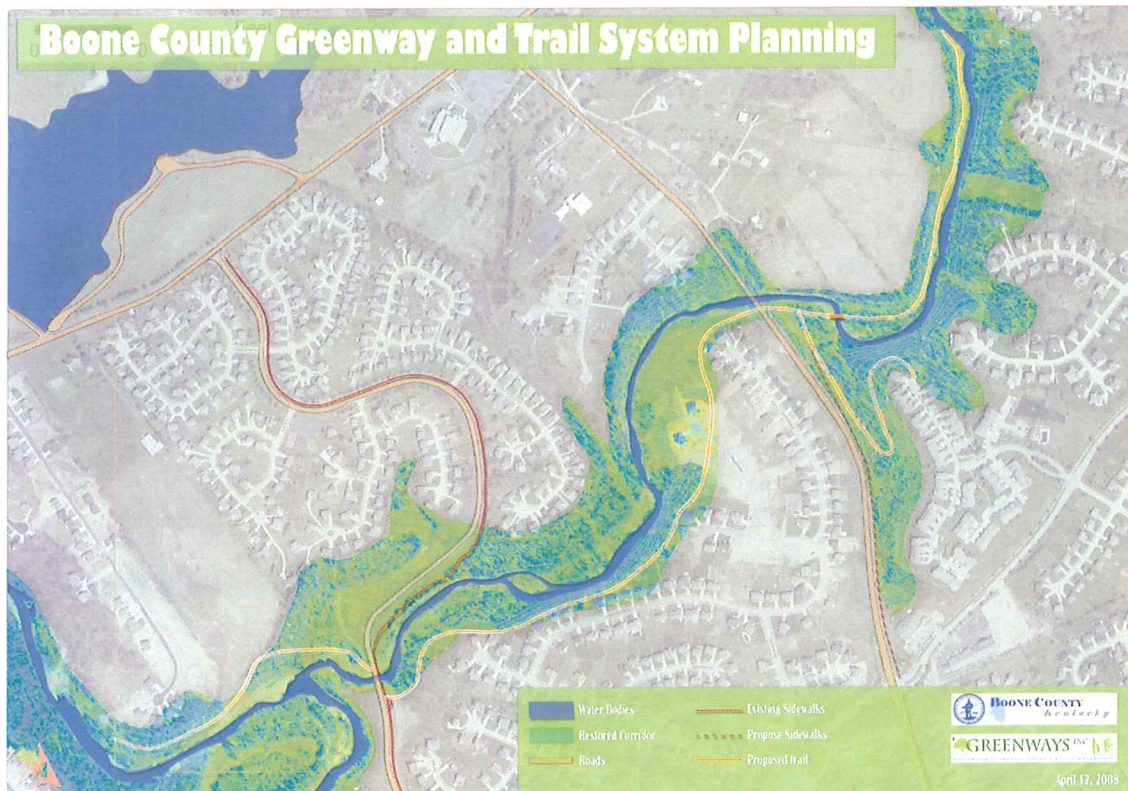


## Boone County Greenway Master Plan, Kentucky

Greenways Incorporated worked with the Boone County Planning Commission to prepare a countywide trails and greenways master plan. We worked closely with the Planning Commission staff and a master plan steering committee to examine the benefits of a county-wide greenway system, plan a network of interconnected trails throughout the county, defined design guidelines for future trail development and described methods for funding the emerging greenway program.

### Contact:

Kevin Costello, Executive Director  
Boone County Planning Commission  
Administration Building  
2950 Washington St., Room 317  
Burlington, KY 41005  
859-334-2196



## Lexington-Fayette County Greenway Master Plan, Kentucky

Greenways Inc. worked in association with the principals of M2D to prepare a greenway master plan for Lexington and Fayette County, Kentucky. The plan included an extensive GIS-based inventory of existing trails, involved extensive public participation, resulted in the articulation of a county-wide interconnected network of pedestrian, bicycle and equestrian trails, and determined a implementation strategy for funding and stewarding the system.

### Contact:

Keith Lovan, PE  
Lexington/Fayette Urban County Government  
Public Works, Division of Engineering  
9th 4th Floor, Government Center Phoenix Building  
Lexington, KY 40507  
(859) 258-3478  
klovan@lfucg.com lexingtonky.gov

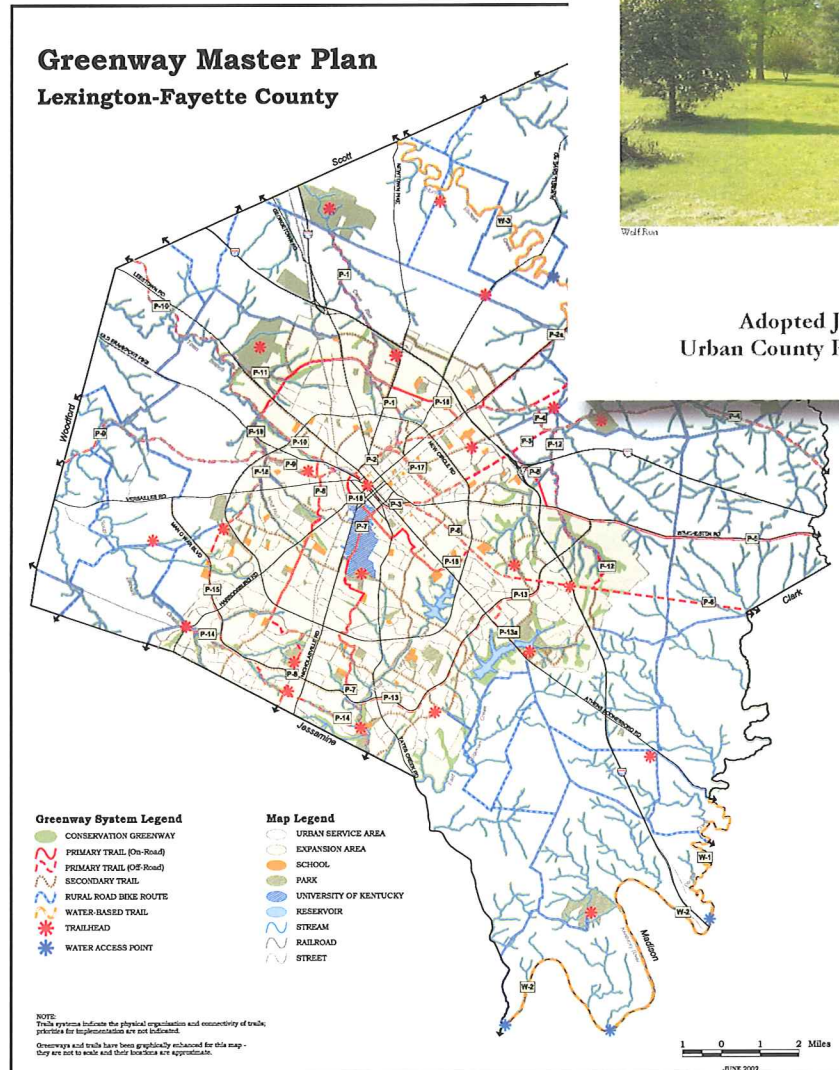
## Lexington-Fayette County Greenway Master Plan

An Element of the 2001 Comprehensive Plan



Wolf Run

Adopted June 2002 by the  
Urban County Planning Commission



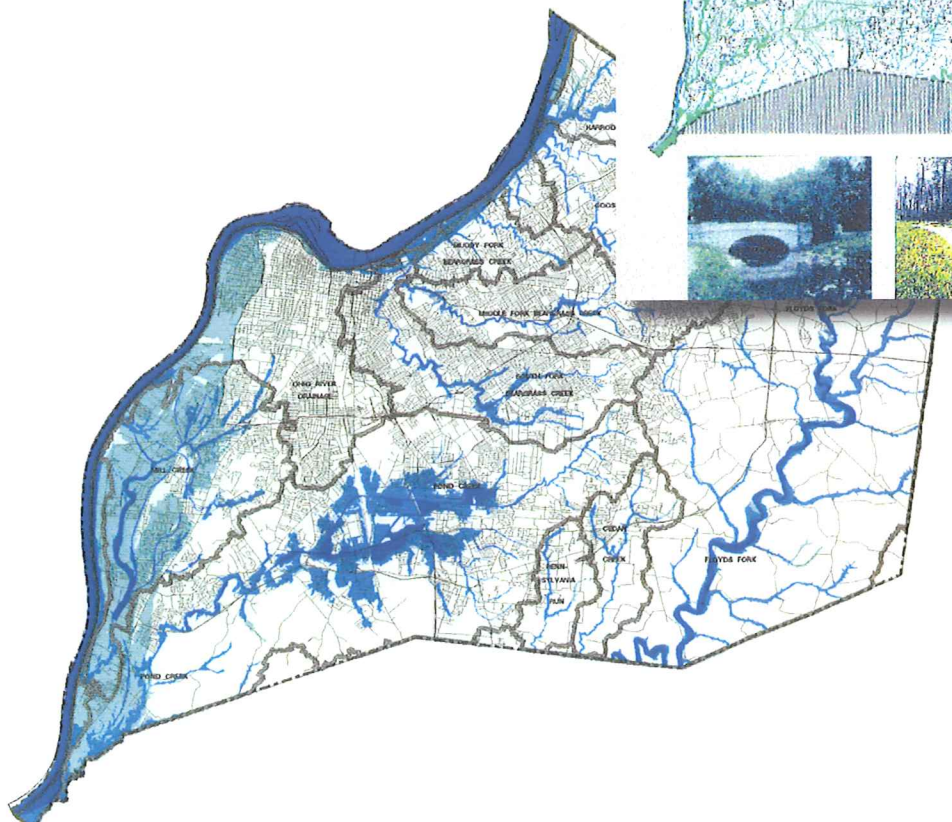
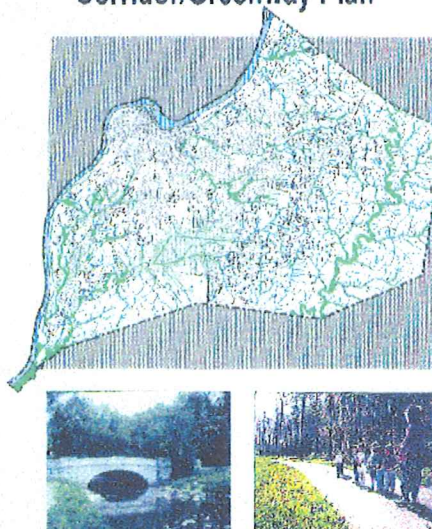


Greenways Incorporated prepared a comprehensive Greenway Master Plan for the Louisville and Jefferson County Metropolitan Sewer District that addresses stream corridor design and management within the Louisville and Jefferson County metropolitan region. This Plan enhances county-wide flood control, while simultaneously addressing regional detention and floodplain protection, soil erosion, and integrating passive recreation and alternative transportation into blueline stream corridors where appropriate. Greenways Incorporated authored the Master Plan and worked as a consultant to MSD for 14 years in various capacities related to project implementation. Greenways Incorporated utilized a participatory planning process to involve key elected officials, corporations, environmental organizations, the Chamber of Commerce, homebuilders and realtors, leaders of the African-American community and affected city and county agencies. Products of the Master Plan include a phased action plan, a list of short-term pilot projects, and a detailed cost/benefit evaluation.

Phyllis Croce  
Louisville and Jefferson County  
Metropolitan Sewer District  
700 West Liberty Street  
Louisville, KY 40201  
502-540-6456



Final Plan  
March 1995





RFI 850 1000000021:

Kentucky Recreational  
Trails Master Plan

### **Kentucky State Parks Financial and Operations Strategic Plan**

On this 85th year of the Kentucky State Parks System, the PROS Consulting Team was contracted by the Kentucky Tourism, Arts, and Heritage cabinet to complete a Financial and Operations Strategic Plan for Kentucky State Parks. This project included a thorough assessment of facilities, services, infrastructure, management practices, finances, and the workforce, as well as an organizational and facility needs analysis to determine the specific needs of the system to improve its ability to meet demands of Kentucky residents and predominant users, and a performance improvement plan detailing short-term tactics for bettering the operating conditions of Kentucky State Parks.

The challenges faced by the system to improve its operating circumstances and sustainability include substantial budget shortfalls the Commonwealth is facing on the whole, a politically charged environment in which to make potentially controversial decisions, administrative constraints to traditional methods of reducing operational costs, and limited opportunities to improve revenue and funding streams.

The recommendations of the Financial and Operations Strategic Plan were targeted at sustainable financial and management practices, sustainable practices for maintaining and improving the quality of assets, and a sustainable approach to maintaining a higher quality system of state parks in Kentucky than that of the status quo. These strategies were designed to produce the desired outcomes over the next 10 to 15 years.

The outcomes of the Financial and Operations Strategic Plan included:

1. Sustainably maintaining the quality and integrity of Kentucky State Park operations while reducing the required annual operating subsidy by approximately \$6,000,000 through means of greater efficiency in operational expenses and improved earned revenues.
2. Improving the condition of facilities, assets, and amenities to be aligned with the standards of a high quality state park system through maintenance management standards and recommendations.
3. Repositioned the Kentucky State Park System in its appropriate markets so that it proactively meets user demands and interests, and utilizes sustainable business practices through recommended marketing and sales practices and recommended new facilities.
4. Identified additional resources to support operations of Kentucky State Parks independent of action required by the General Assembly that can produce nearly \$4,000,000 per year in "slack" resources for the System.
5. Revitalized the management and organizational culture to support greater accountability, engagement, and training.

The process included an extensive review of current operating conditions and circumstances, statistically valid public need and interest surveys conducted both among residents within the Commonwealth and state park users that reside outside of Kentucky, analyses of utilization and capacity, market trends and pressures, and industry best practices. Performance improvement recommendations were developed as a comprehensive action plan for producing near-term outcomes the meet the goals of performance improvement established by the leadership of state parks, the Tourism, Arts and Heritage Cabinet, and the Governor's Office.

The sustainable strategies these recommendations addressed were:

1. Increase Supporting Resources
2. Increase Usage of Key Amenities



3. Eliminate Outdated Practices
4. Maintain High Quality Sites and Assets
5. Establish Strong Market Position

Achieving sustained outcomes in each of these areas of focus will result in the tremendous growth in the quality and reputation of the Kentucky State Park System. The ten key recommendations addressed one or more of these areas of focus, which is demonstrated in the matrix below.

**Contact:**

Barbara Atwood, Director of Administration and Research  
Kentucky Tourism, Arts, and Heritage Cabinet  
502.382.7920

### **Eastern Kentucky Comprehensive Adventure Tourism Master Plan**

Eastern Kentucky has a story that emerges directly from the heart of American tenacity, romance and adventure. It is a region rich in history from well-known Appalachian lore, has inspired renowned folk art and music, features spectacular natural resources and wilderness, and is home to a hearty people clearly defined by their surroundings and past.

Despite the obvious beauty and richness of the region, the land and people of eastern Kentucky have undergone tremendous hardship through the decades from both the relative remoteness of the area and the continual rise and fall of an economy that depends largely on consumptive industries. Eastern Kentucky is characterized by severe terrain and limited development space that has constricted economic diversification associated with the rise of professional employment fields beyond the more traditional industrial and social support economies. Companies and conglomerates that mine, log, pump, and otherwise extract valuable fuels from the land to support the backbone of American enterprise have dominated the economic landscape in eastern Kentucky far as long as 90 years.

The purpose of the Plan was to evaluate distressed counties in eastern Kentucky to develop local civic capacity to plan for and maximize the regional impact of the emerging adventure tourism industry. The outcome of the Plan identified and documented the existing resources, assets and opportunities available for adventure activities and established a strategy for attracting a tourism market. In addition, the planning process developed organizational resources to support ongoing coordination and implementation to expand on the opportunities. Finally, the plan quantified the physical, economic, financial and liability issues to support effective decision-making for future investment and priority action plan development.

The Kentucky Department of Tourism retained PROS Consulting, LLC to prepare the Comprehensive Adventure Tourism Plan for Eastern Kentucky (Plan) for 18 counties. PROS Consulting (PROS Team) applied its extensive experience to deliver a plan that establishes a vision for the adventure tourism, melding together the strengths of the tangible and intangible assets to create a strong foundation for the future. The plan outlined the steps for a sustainable investment in the economic revitalization of eastern Kentucky through adventure tourism.

**Contact:**

Kristen Branscum, Director of Agri-Tourism  
Kentucky Department of Tourism  
502.564.4930

Texas State Parks is one of the largest state park systems in the United States with 93 parks and 600,000 acres. The park system represents a collection of ecologically and historically significant landscapes and facilities. Following an audit by the State Auditor's Office, the Texas legislature issued a directive (FY 2008-2009 General Appropriations Act; House Bill 1) to the Texas Parks and Wildlife Department (TPWD) to prepare a Business Plan for the Construction and Repair of Facilities (Rider 30) and a State Park System Study (Rider 31). TPWD contracted with the team of PROS Consulting and Fisher Heck Architects to produce the planning documentation that would meet the legislative requirements.

The first aspect of the project was to evaluate business strategies and develop new policies and procedures to improve the Texas State Park capital construction and repair program. This report addressed seven (7) separate tasks including Rider 30(a), an assessment of the FY 2008-2009 proposed capital improvements and repairs (Business Planning for Capital Projects) and was successfully completed allowing the release of over \$63 million in pending capital funding.

The objective of the State Park System Study, as required for Rider 31, was to define a "high quality state park system" and to determine the resources and steps necessary for the Texas State Park System to meet that definition. Rider 31 identified goals to be achieved and a number of criteria that must be evaluated in the context of pursuing the development of a "high quality state park system." This included identifying the necessary capital and operational improvements to be made at each of the 93 state parks that would support each site meeting the "high quality" criteria.

The State Park System Study was developed through a process that gathered input from the public and key stakeholders as well as empirical data from a statewide-household survey. It identified priority needs for park and recreation facilities and services, compared these needs against existing resources, identified potential improvements, and evaluated the recommendations against established criteria for a "high quality state park system." This project has worked to regain the confidence of Legislative leadership in the business management practices, as well as the legitimacy of the capital needs of the Texas State Park System.

**Contact:**

Mr. Walt Dabney, State Park Director  
Texas Parks and Wildlife Department,  
Austin, Texas  
(512) 389-4866

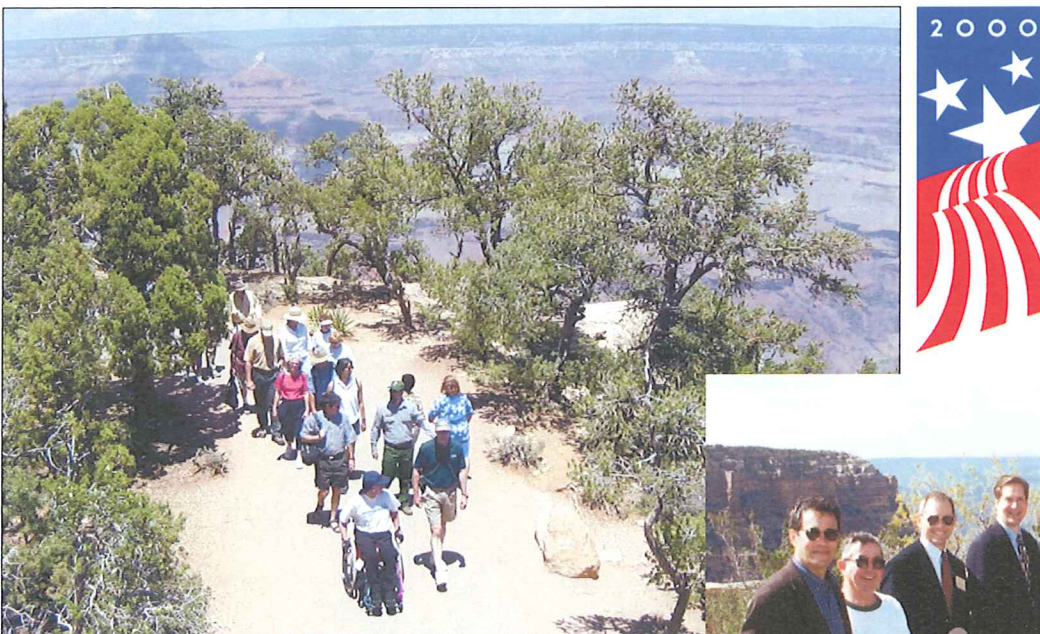


## Relevant Trail Design and Construction Projects

Greenways Incorporated has been involved in planning more than 2,000 miles of trails and greenways across the United States.

### Grand Canyon Greenway, Arizona

Greenways Incorporated served as principal designer for the development of the six phases of the Grand Canyon Greenway, Grand Canyon National Park, AZ. This project is part of an overall strategy to reduce automobile congestion within the national park and offer visitors a choice in how they explore this World Heritage Site. Company founder and owner, Chuck Flink, originally served as one of ten volunteer professionals, representing the nation's leaders in greenway development, invited to work with the National Park Service and the Grand Canyon National Park Foundation to develop a plan of action for implementing the Greenway initiative. The Greenway is a project identified in the officially adopted General Management Plan (GMP) for Grand Canyon National Park. The 72-mile Greenway system on the North and South Rim's will accommodate bicycle, pedestrian, and intermodal travel, and was constructed using both public and private funding sources. The greenway system will link the Park's hubs at Grand Canyon Village and Grand Canyon Lodge, with points of interest along both rim's. Greenways Inc.'s role has been to coordinate all of the NEPA requirements for the project, prepare and submit construction documents, participate in stakeholder and public review and assist with construction administration for all six phases. The project was dedicated in an April 1999 ceremony lead by First Lady Hillary Rodham Clinton.



*(Photo above) Chuck Flink leads National Park Service officials and members of the design team on a newly opened phase of the Grand Canyon Greenway. (Photo right) Members of the greenway design team and National Park Service officials pose for a photo with First Lady Hillary Rodham Clinton.*



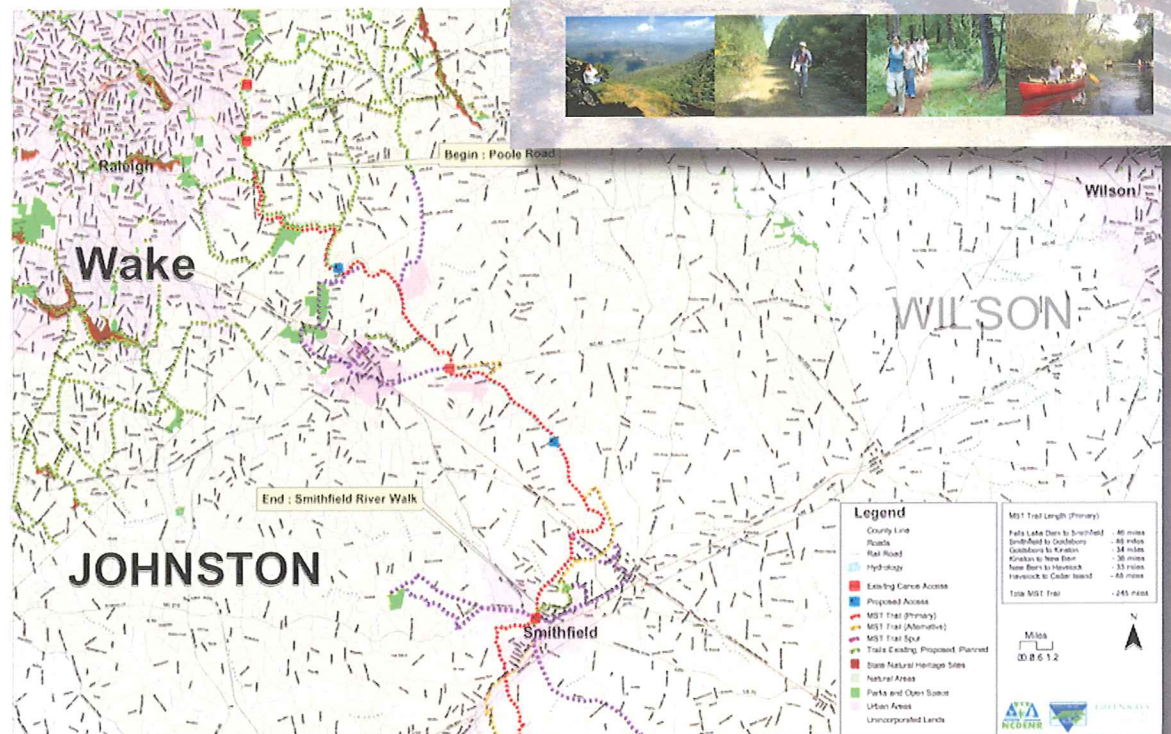


## North Carolina Mountains-to-the-Sea Master Plan

Greenways Incorporated was commissioned by the State of North Carolina, Division of Parks and Recreation, to prepare a master plan and implementation program for the Eastern Segment of the North Carolina Mountains-to-the-Sea Trail. This cross-state trail links the North Carolina mountains to the coastal plain and the outer banks. The Eastern Segment extends from Falls Lake Dam, west of Raleigh, to Cedar Island, a distance of approximately 230 miles. State Parks asked Greenways Incorporated to site the location, route and alignment for land and water-based trail. To accomplish this, we assembled an extensive collection of Geographic Information System data from federal, state and local sources. We conducted ground-truthing surveys of sections of the corridor to define opportunities and constraints for trail development. We conducted three rounds of public meetings with citizens and agency staff within the 8 counties that span the route to refine the alignment recommendations. We provided State Parks with a list of funding sources and defined a full set of implementation strategies for the cross state trail. In 2006, we were once again commissioned by the State, in partnership with Johnston County, to prepare a more detailed plan for the MST through the County. Our plan produced an implementation strategy for the County and municipalities to begin conserving and protecting land and developing sections of land and water trails along the Neuse River.

### Contact:

Mr. Darrell McBane  
State Trails Program Manager  
North Carolina Division of Parks and Recreation  
1615 Mail Service Center  
Raleigh, North Carolina 27699-1615  
(919) 715-8699  
Darrell.McBane@ncdenr.gov



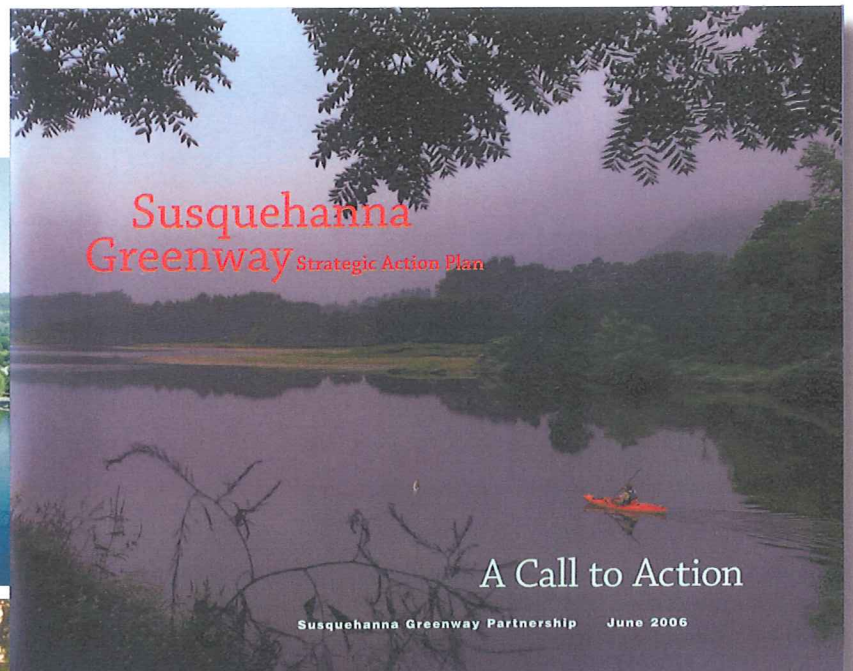
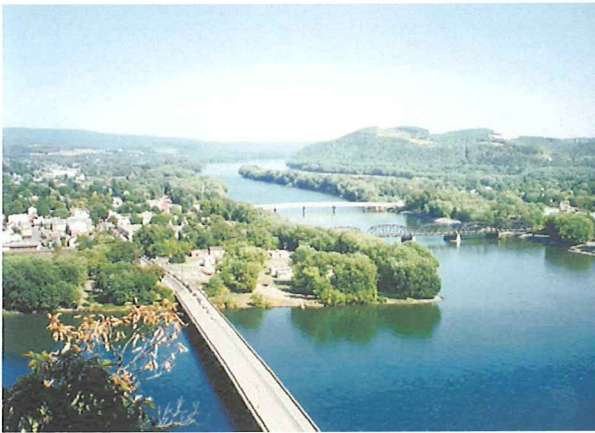


## Susquehanna Greenway Master Plan

Greenways Incorporated prepared an Action Plan for the Susquehanna River Greenway. The project extends more than 500 miles within Pennsylvania from the New York border to the Maryland border, linking together twenty-two Pennsylvania counties, nearly one-third of the Commonwealth. Greenways Incorporated, as the lead firm, was responsible for preparing an implementation program for the Greenway project. To accomplish this, we worked closely with a client team that was made up of local, state and federal agencies. We conducted public forums and workshops along the river corridor. We also completed an end-to-end field survey of the corridor to better understand the current landscapes and conditions of the 500-mile river corridor. The strategic action plan focused on producing a vision, goals and objectives for the project, recommended an organizational framework for implementing the project, proposed marketing strategies to define the brand for the Greenway, and provided a step-by-step guide to key actions to be taken in the short term. 2006 Pennsylvania and Delaware Chapters of the American Society of Landscape Architects, *Honor Award*

### Contact:

Mr. Gary Bloss, Executive Director  
Susquehanna Greenway Partnership  
201 Furnace Road  
Lewisburg PA 17837  
(570) 522 7211  
gbloss@susquehannagreenway.org





### Ohio River Levee Trail, Jefferson County, Kentucky

As part of the Ohio River Corridor Master Plan, Greenways Incorporated prepared a master plan for the Ohio River Levee Trail, which now extends along the banks of the Ohio River from Greenwood Road to the Farnsley-Moreman Landing. The completed trail features include a 12-foot wide concrete tread, rest areas with benches and interpretive signage, ramp access from the levee trail to at-grade road crossings and restaurants, and access-controlled trail/roadway intersections. Greenways Incorporated, along with the Louisville and Jefferson County Metropolitan Sewer District completed design and construction and three phases of project development.

**Contact:**

Phyllis Croce  
Louisville and Jefferson County  
Metropolitan Sewer District  
700 West Liberty Street  
Louisville, KY 40201  
502-540-6456





Greenways Incorporated prepared the master plan and design development guidelines for the American Tobacco Trail (ATT), North Carolina's longest and most continuous urban trail. The ATT uses a former Norfolk-Southern rail line, extends from the heart of downtown Durham, beginning at Durham Bulls Stadium and the American Tobacco Campus, and heads south for 30 miles through rural portions of Durham, Chatham and Wake counties. The ATT is a National Millennium Trail and a segment of the 3,000-mile East Coast Greenway, the nation's longest urban greenway extending from Maine to Florida.



Susie Post Rust pauses as she rides with daughter Rosie, in carrier, and son John on the Durham portion of the American Tobacco Trail near the Durham Bulls Athletic Park.

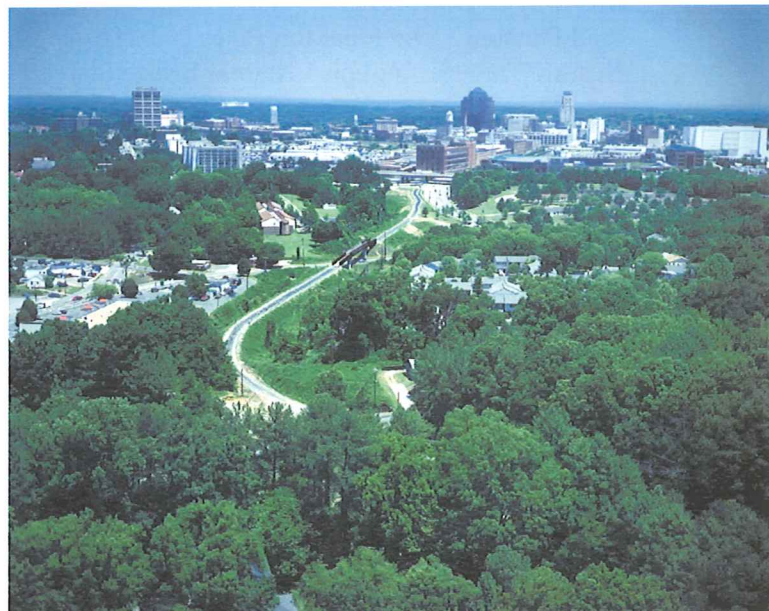


When completed, the American Tobacco Trail will be the longest trail in the Triangle, stretching 22 miles from western Wake County north to downtown Durham. At present, about 20 miles of trail are open: 6.7 miles in Wake County, 4.7 miles in Clatham County and 9 in Durham County. The main hurdles to completion: two bridges along old railroad trestles in Clatham County and a pedestrian bridge over Interstate 10 in Durham near the Streets at Southpoint mall. Because of these breaks, the trail is divided into four sections.

The ATT is the backbone of a Triangle-wide effort to link as many cities and neighborhoods by greenway and bike path as possible. In one such scenario — a scenario that is about three-quarters complete — using ATT and other greenways, it will be possible to ride a bike, run or walk from Raleigh, through Unumstad State Park, Cary and Apex, then catch the ATT to downtown Durham.

We made the Wake County end of the trail our starting point at the bottom of the map at left so the mileage marks are from south to north.

STAFF PHOTOS BY JULI LEONARD



Robert Frye of Apex walks his dogs, Willy, left, and Jake, on the ATT at New Hill. Frye walks the trail two or three times a week.



RFI 850 1000000021: **M2D Design Group Relevant Experience**

*Kentucky Recreational  
Trails Master Plan*

Campground Development / Paintsville Lake State Park – Paintsville, KY  
Campground Development / Taylorsville Lake State Park – Taylorsville, KY  
Campground Renovation Study / General Butler State Resort Park – Carrollton, KY  
Carter Caves State Park – Campground Renovations – Carter County, KY  
Cottage Area Walk and Trail Improvements / Pennyrite State Resort Park – Dawson Springs, KY  
& Falmouth, KY  
Greenways Master Plan – Lexington, KY  
Hoedown Island Trail Improvements / Natural Bridge State Resort Park –  
Horse Campground Development / Taylorsville Lake State Park – Taylorsville, KY  
Kentucky Horse Park – Outdoor Arena – Lexington, KY  
Kentucky Horse Park – Pedway/ Pavement/ Repairs – Lexington, KY  
Kincaid Lake State Park – Infrastructure and Lodge Feasibility Study –KY  
Levi Jackson State Park – Swimming Pool Master Plan – Laurel County, KY  
Levi Jackson State Park – Tea 21 Bike Trail – Laurel County, KY  
Lodge Addition / Dale Hollow Lake State Resort Park – Albany, KY  
Lodge Renovation/ Rough River Dam State Resort Park – Falls of Rough,  
Marina Area Development Plan / Green River Lake State Park – Campbellsville, KY  
New Visitor Center / My Old Kentucky Home State Park – Bardstown, KY  
Salato Environmental Education Center / Kentucky Game Farm – Frankfort, KY  
TEA 21 Bike & Pedestrian Trail – Levi Jackson State Park – Laurel County, KY  
Dogwood Trace Park Multi-Use Trail – Dogwood Trace Park, Lexington, KY  
Phase 1 and 2 Trail Improvements - McConnell Springs Natural and Historic Site, Lexington, KY  
Freedom Trail - Raven Run Natural Area, Fayette County, KY  
L&N Railroad Corridor Park Master Plan - Springfield, KY  
Roadway Design - Campground/Taylorsville Lake State Park - Taylorsville, KY  
Roadway & Trail Design/Paintsville Lake State Park - Johnson County, KY  
Trail Planning - Old Frankfort Pike / Manchester Street Corridor Plan - Lexington, KY  
Historic Trail Restoration – Natural Bridge State Resort Park, Slade, KY



## Greenways Incorporated's team experience working with governmental entities

The Greenways Incorporated team has extensive experience working with federal, state, regional, county and municipal governments. Every member of our team has been engaged with all levels of government work for more than 40 years. Further, we have crafted both statewide, cross-state trail master plans and have authored state recreational plans.

## Our ability to achieve the goals established by the Kentucky Recreational Trails Authority

The Greenways Incorporated team is confident in our ability to meet all of the goals that have been defined by the Kentucky Recreational Trails Authority.

### Key Project Staff

The following are some of the key staff that would be assigned to the preparation of the cross-state trails plan and Recreational Trails Master Plan for the Commonwealth.

**Charles A. "Chuck" Flink, FASLA**  
**Greenways Incorporated**  
President/Project Director



#### Education

B.E.D.L.A., North Carolina State University, 1982

#### Employment History

President, Greenways Incorporated, 1986 to present

Greenway Planner, City of Raleigh, 1984 to 1986

Owner, Flink and Associates, 1982 to 1984

#### Registration

Registered Landscape Architect, North Carolina, South Carolina, Virginia

#### Professional Experience

- Founder and President of Greenways Incorporated (1986 to present)
- More than 28 years in planning greenways and trails throughout the United States and internationally
- Author: Trails for the Twenty-First Century and Greenways A Guide to Planning, Design and Development
- Chairman of the Board, East Coast Greenway, nations longest urban greenway (3,000 miles) – 2004 to present
- Chairman of the Board, American Trails - 1989-1991
- 2003 Council of Fellows, American Society of Landscape Architects
- 2006 Distinguished Alumnus, N C State University



Education

M.P.A., University of Kansas, Aug. 1988  
B.S., Kansas State University, May 1975

Employment History

President, Leon Younger and PROS, Sep. 1995 to present  
Director/Chairman of the Board, Indianapolis Parks and Recreation, Apr. 1992 to Sept. 1995  
Executive Director, Lake MetroParks (OH), Jun. 1988 to Mar. 1995  
Director, Jackson County (MO) Parks and Recreation, Aug. 1983 to Jun. 1988

Certification

Certified Park and Recreation Professional

Professional Experience

- Founder and President of PROS Consulting
- More than 29 years in parks, recreation, and leisure services
- Recognized leader in applying innovative approaches to managing parks and recreation organizations
- Held positions as Director of Parks and Recreation in Indianapolis, Indiana; Executive Director of Lake Metroparks in Lake County, OH (Cleveland vicinity); and Director of Parks and Recreation in Jackson County, MO (Kansas City)
- Received the 1994 National Park and Recreation Association's Distinguished Professional Award for his progressive and innovative thinking in management of public parks and recreation entities
- Co-creator of the Community Values Model™, a business model that synthesizes public input into a strategic plan
- Regularly addresses sessions at the National Park and Recreation Conferences and has served as a board member and instructor at the Pacific Revenue and Marketing School in San Diego, California and the Rocky Mountain Revenue and Management School in Colorado.

**Brian Trusty**

**PROS Consulting, LLC**  
Senior Project Manager



Education

B.S., Texas A&M University, 1995  
M.S., Texas A&M University, 2000

Employment History

Senior Manager, PROS Consulting, Jan. 2007 to present  
Executive Director, Adventure Sports Center International (ASCI), May 2005 to Nov. 2007  
Manager – Nature Park System, Lower Colorado River Authority, Sep. 2000 to March 2005  
President and Founder, SierraQuest Corporation, Sep. 1993 to Aug. 2003

Professional Experience

- More than 16 years of experience in management of tourism and park and recreation



- enterprises
- Managed construction and development of \$26 million economic development project in Western Maryland (ASCI)
- Served on the Board of Governors for the International Whitewater Hall of Fame and organized the inaugural induction proceedings
- Managed the Lower Colorado River Authority's system of nature parks, where department revenues increased by 800% in four years
- SierraQuest tourism programming spanned North America with quality adventure experiences serving thousands each year in 22 U.S. states, Canada and Mexico

## **Morgan McIlwain, ASLA**

### **M2D Design Group**

Principal Landscape Architect/Project Manager



#### Education

- M.A. Murray State University, 1973
- B.A. Murray State University, 1970
- B.L.A. University of Kentucky, 1979

#### Registration

- Landscape Architect - Kentucky, #336, 1980
- Indiana, #90004, 1990
- Council of Landscape Architectural Registration Certification, #644, 1991

#### Employment History

- Bluegrass Area Development District, Planner, 1974 – 1974
- Sims + Heilbron Engineers, Planner, 1974 – 1976
- Foster Thompson Engineers, Landscape Architect, 1976 - 1980
- Omni Architects, Senior Associate Landscape Architect, 1980 – 1987
- McIlwain + Associates, Founder + Principal, 1987 – 2008
- M2D Design Group, Partner + Principal, 2008 - Present

#### Professional Experience

- More than 30 years of experience in the planning and design of tourism and park and recreation facilities
- Lexington/Fayette Greenspace Commission, Member, Secretary and Chair of Master Plan Committee
- Responsible for the planning and design of over 30 trail and parks projects in the Commonwealth
- Kentucky Board of Examiners + Registration of Landscape Architects, past member and Board President
- Department of Landscape Architecture, University of Kentucky, Part-time Faculty Member, 1980 - 1996
- Avid cyclist and runner



*RFI 850 1000000021:*  
*Kentucky Recreational*  
*Trails Master Plan*